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27 January 1959

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MEMORANDUM FOR: GENERAL CABELL

SUBJECT : Manpower Task Force - Personnel Savings.

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1. Pursuant to [ ] memorandum of 21 January 1959, John O'Gara has shown me the latest draft of the terms of reference of the Manpower Task Force as contained in the proposed memorandum to the four Deputy Directors, subject: "Program for Greater Efficiency in CIA." I understand that this draft reflects your views, and from our discussion at a recent Deputies' Meeting it appears that this is the only approach wholly acceptable to the DD/P. This being the case, I have no desire to delay this important matter any longer by arguing for what I think would be a more effective directive and procedure. This memorandum is written to try to set forth some important points which I feel have been lost sight of in the discussions in which I have participated and to emphasize our real objectives which I hope will somehow be accomplished by whatever procedure we adopt.

2. In my view we have two objectives in this exercise. They are: (a) to reduce our personnel requirements and strength if possible, and (b) to satisfy ourselves as to our personnel requirements and thereby cease to be on the defensive with the Bureau of the Budget, the Congress, and others who allege that we are too big.

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3. [ ] proposed directive could and I certainly hope will accomplish the first objective. However, except that we now propose to issue a written directive to each Deputy Director, we aren't doing anything new. Each Deputy Director has had these responsibilities for years. Although we have had some results, we are still pointing our fingers at each other and saying "He's too fat, but I'm not." Unless we have an objective, across-the-board look, I'm afraid that we'll still be doing this regardless of whether we are able to make any reductions.

4. Deputy Directors already have the services of the individual Task Force members. No special machinery is necessary to accomplish the things which they are told to do, and I really don't see that they are being directed to do very much as a Task Force. Of course, it may well be that as Deputy Directors progress with their separate exercises it will become clear that there are more things for them to do.

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5. You will recall that Jimmy Doolittle recommended that the Clandestine Services reduce by ten per cent, that the Director has expressed his hope that we could reduce sufficiently to get all of our headquarters people into the new building -----which would be a reduction of more than [redacted] -----, that [redacted] has told me frankly that he feels we could lose [redacted] people overnight and never miss them, etc. In addition, our own people continue to speculate-----both inside and outside of the Agency-----that we could do our work with anywhere from ten to forty per cent fewer personnel. Our proposed method of attack by each Deputy isn't likely to effect reductions of this magnitude, and I am not, in fact, optimistic that they can be effected. That is why I feel that it is so important that we satisfy ourselves as to what our personnel requirements are in order to defend ourselves in a unified way against the continual pressure to reduce. I don't think for one minute that the pressure will be off if we reduce by three per cent.

6. DD/S Office Heads and I have already spent more than a month studying our organization, functions, activities, priorities, etc., and I see no possibility of effecting large reductions unless corresponding reductions are made in the requirements levied upon us. Almost without exception Support components can demonstrate that requirements and workload have increased substantially without corresponding increases in personnel strength, in fact in most cases with no increases and in some with reductions. An Agency Task Force could challenge these requirements much more effectively than can Red White and John O'Gara.

7. In summary, we may reduce our personnel requirements and strength by an attack through separate command channels, and the net reduction may be the same as it would be if we had a real Agency Task Force with a mission with teeth in it. However, I am not optimistic that we shall ever satisfy ourselves and consolidate our own position without such an exercise; and if we don't, we are going to continue to be on the defensive. This, to me, would be to fail to accomplish the most important of our objectives.

[redacted]  
L. K. White

cc: Mr. O'Gara

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